

City of Saint Paul – Department of Safety and Inspections (DSI)
Positioning Ourselves for the Future
Employee Focus Groups 1 - 9

*The Transition Manager will explain that DSI, as used in the questions,
means any of the functional areas currently represented within DSI.
(Fire Inspections, Code Enforcement, Construction, Licensing, and Environmental Health)*

1. What has DSI successfully achieved over the last couple of years that can be built upon as we move forward in creating a successful DSI organization? Why was it successful?
- ***Excessive Consumption*** – about two years old. Why successful?
 - Inspectors have discretion and control the process, e.g., cancel or write tags, etc.
 - Once process is begun, it stays with the same Inspector.
 - Compliance rate has increased.
 - Legislation adopted initially to develop such a process helped make it successful.
 - ***Summary Abatement*** – been in existence for a long time. Why Successful?
 - Cleans up neighborhoods, even if it doesn't change behaviors over the long term.
 - ***Neighborhood Sweeps*** – several years olds. Why successful?
 - Public visibility is high and promotes good neighborhood public relations.
 - Cross-departmental cooperation is high.
 - Focused resources in a concentrated area brings results.
 - Neighborhood partnerships are formed and neighborhoods assist by notifying their neighborhood that a sweep will be occurring; this is often combined with other neighborhood clean-up efforts.
 - ***Police Liaison Partnership with Code Enforcement.*** Why successful?
 - Provides another tool to use.
 - Promotes safety for the inspection process, e.g., Police are called by the Police Liaison and there is more immediate follow-up by a Police squad.
 - Access to resources in other departments.

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- ***Amanda Program.*** Why successful?
 - Able to access multiple pieces of information when working with customers.
 - Data entry consistency efforts will make the system even more effective as will training as to all that Amanda can do to assist inspectors and support staff.

- ***Prompt and Effective Customer Service.*** Why successful?
 - Worked on process management, finding ways to make it work well and make processes easier for customers.
 - Good follow through from staff.
 - Focused on a one-stop shop philosophy.
 - Friendly staff, who respect each other, are cooperative, willing to make the extra effort, with little to no staff conflict, which results in good customer interactions, as well.
 - Advocated for less complicated processes.
 - Staff are cross trained to be able to handle more than one function, e.g., licensing and building permits.

- ***Good Relationship Between Inspectors and Support Staff.*** Why successful?
 - Engaged in a reciprocal relationship; we help each other.
 - Promotion of a customer service philosophy forged the partnership between inspectors and support staff.
 - Staff are focused on problem solving.
 - Creation of “Process Facilitators,” promoting a good blend of systems and people that work together.
 - Staff support each other’s position, e.g., if support staff tell a customer, based on the rules, that no permit should be issued, the inspectors support that position.

- ***Online Permit Process.*** Why successful?
 - Easy program to follow – very intuitive. Website information is easy to use and promotion of the Website encourages its use, e.g., cards are handed out with the website address on them.
 - Stress customer service focus which means all the efforts we make to keep customers informed and make the process understandable.
 - Sufficient clerical support are present to support the Program.
 - IS Techs keep enhancing the system to make it better.

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- ***Creation of Procedural Manuals.*** Why successful?
 - Saves time for all involved in processes.
 - Brings consistency to processes.
 - Manuals represent written documentation that includes both policy decisions made and how-to procedures.
 - Effective systems and procedures ensures better customer service, knowledgeable employees, and an understandable process.
- ***GIS Programs.*** Why successful?
 - A newer tool that saves time.
 - Vast amounts of information, both historical and current, are more immediately available online.
 - Easy to use, e.g., insert address, PIN, or an intersection.
- ***Problem Property Committee.*** Why successful?
 - Meets once a month.
 - Involves multiple departments.
 - Enables us to be more planful.
 - Allows us to create an inventory of problem properties.

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- ***Certificate of Occupancy Program (C of O).*** Why successful?
 - Fire C of O is our primary program and focuses on our Mission.
 - Uses a threefold approach: Teach (educate the owners), Tell, and Tag.
 - Other cities mimic our program.
 - Inspectors are not seen as just another City agency; we have a positive image and owners appreciate what we do.
 - Mindset is systematic and mirrors our organizational culture.
 - New employees are trained; every inspector is trained the same.
 - Provide responsive customer service; we answer phone messages same day or within 48 hours.
 - Inspectors are accountable and responsive.
 - Emphasize a collegial environment where Inspectors share information and willingly support each other.
 - Use the expertise we have available among the Inspectors; no turf battles.
 - Trade Inspectors being on board provides strong support for Fire Inspectors.
 - Fire Engineering (*Staying with Fire Department; Fire Audit recommends they go with DSI.*) adds to professionalism of Fire Inspection process.
 - Inspectors are expected to update their competencies and annually do some form of ongoing education.
 - Take pride in the work we do.
 - Maintain education standards; use a recognized certification process; not mandated by State, but Inspectors voluntarily have taken the courses and tests to be certified.
- ***Communicating with the Public.*** Why successful?
 - Emphasized the value and importance of customer service, e.g., phone operators, proactive approach, and web.
 - Front counter staff at LIEP have invested in training, created reference manuals, and worked to develop strong working relationships.
- ***Cross-Departmental Relationships.*** Why successful?
 - Effort to educate was at the forefront.
 - Teamwork essential; get to know each other and what they do.
 - Learned to fight fair; we have respect for each other's expertise.

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- ***One-Stop Shop Idea.*** Why successful?
 - Uses technology to make it work.
 - Like processes/activities are located together.
 - Specific Plan in place to achieve one-stop shop.
- ***Lay-Out of Work Place Supports Customers.*** Why successful?
 - Planful approach to appropriate layout.
 - Included employees who know the processes.
 - Willing co-workers who make it work.
- ***Unique Blending of Employee Expertise.*** Why successful?
 - Facilitates decisions when views are varied.
 - Aids respect for each other when we incorporate all viewpoints.
- ***Programs are Community-Based.*** Why successful?
 - Personal contact is a hallmark of our programs.
 - Use measurable results, e.g., Fire and property loss data.
 - Exercise proactive approach to our work.
 - Fire Inspectors deliver education to owners.
- ***Public Education.*** Why successful?
 - Have dynamic public education process in place.
 - Seen as integral to what we do; build education about our processes into the programs.
 - Fire Inspectors actually provide the education for building owners.
 - Speaks to our Mission of life safety.

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- ***STAMP and Amanda.*** Why successful?
 - Entire history is available.
 - Easy to use.
 - Able to attach other devices to it, e.g., digital camera.
 - Enhancements are easy to make.
 - IS provides strong support.
 - STAMP is more intuitive and easier to use than Amanda.
- ***GIS – Geographic Information System.*** Why successful?
 - Easy to use.
 - Efficient.
 - Replaces plat books.
- ***Current and Up-to-Date Office Equipment.*** Why successful?
 - Makes work easier.
 - Ergonomically correct.
 - Allows us to scan copies and send electronically; saves time.
 - Technological improvements, e.g., digital cameras increase effectiveness and efficiency.
- ***Ordinance Changes.*** Why successful?
 - Staff and supervisors pushed for the changes to streamline processes.
 - Number of inspections increases because of efficiency/effectiveness; allows Inspectors to respond in a timely manner.
 - Reduces time it takes to do processes.
 - Allows Inspectors to do other critical things.
- ***Excessive Consumption.*** Why successful?
 - Easier for inspectors because of streamlined process.
 - State Legislative changes made the process possible; allows us to assess.
 - Receive budget revenue credit.

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- ***Sweeps. (Two to Three Years Old)*** Why successful?
 - More defined geographic areas.
 - Partner with the community, e.g., District Councils.
 - Done in combination with neighborhood clean up.
 - Good PR for City.
 - Cleans up neighborhoods.
- ***Clerical Staff.*** Why successful?
 - Data is available relative to policies and procedures.
 - Staff are assigned just to Fire Inspections, thus learn the processes and procedures of Fire Inspection which allows them to triage calls effectively.
 - Provide personal contact, building strong one-on-one relationships.
- ***Customer Service.*** Why successful?
 - Thorough approach.
 - Friendly service.
 - We have historical data important to customer service.
 - Enforcement is reasonable.
 - Personal contact is critical.
- ***Project Facilitator Process.*** Why successful?
 - Focus is on the customer needs.
 - We identify the need and then coordinate with other departments or between functions to assist the customer.
 - Receive positive feedback about our process.
 - One-stop shop philosophy.

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- ***Online Capabilities.*** Why successful?
 - Customers can get forms online and don't need to come into the office to get the forms, and may, if the contractor is qualified, apply online.
 - Lots of educational materials online for customer use.
 - Easy to use.
 - Available 24/7
 - Provides online capabilities for staff to assist customers in person, via mail, and faxes for permits, licenses, and information. Staff has direct computer response through "Live Help" an online question/answer system.
- ***Trades-Specific Inspections.*** Why successful?
 - Inspectors work in an area of expertise; this is unique to Saint Paul.
 - Service is provided in a cost-effective manner, e.g., permit fees do not exceed the average. **Note:** Both of the aforementioned issues are of significant public safety interest in Saint Paul and should be promoted.
 - Project Facilitators serve as generalists, and specialized Inspectors provide in-depth service.
 - Coordination of regulatory disciplines within DSI and between different departments and agencies is critical.
 - Project Facilitation provides a road map and helps determine which functions can occur simultaneously, resulting in a quicker resolution of permitting and licensing processes.
 - Inspectors control the scheduling process; able to bunch and group Inspections in the field. Inspectors can determine from a customer whether they are ready for the inspection or not. Saves time.
- ***Positive Relationships Across DSI.*** Why successful?
 - Open communications.
 - Good respect for each other's discipline.
 - Take time to orient staff as to who's who in the organization and how DSI interconnects with the rest of the world.
 - Common goal to serve customer, protect the public, etc.
 - Very few turf battles currently; relationship-building has evolved over time to be positive.

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- ***Working Relationships with Customers.*** Why successful?
 - Same-day inspection done in most cases.
 - We provide education about processes and answers.
 - Specialized staff have trade expertise, which is used to provide better service.
 - Inspectors have extensive education and experience; on-the-job learning is combined with ongoing training, e.g., 10-15 days per year of training.
- ***New City Leadership.*** Why successful?
 - Improved morale by not being second guessed and supported for our decisions and actions.
 - Less political pressure and less micromanaging allow us to do our jobs.
- ***Downtown Location.*** Why successful?
 - Allows for one-stop shopping, especially if it involves other departments.
 - Facilitates interdepartmental meetings.
 - More efficient to have staff who support Boards, Committees, and make court appearances more readily available where meetings/court sessions are held.
 - Amenities for staff are downtown.
 - Good message to downtown businesses to be downtown.
 - Customer Service is stronger from a central location.
- ***Inspection Territory by Geographic Areas.*** Why successful?
 - Inspectors gain expertise, understanding, and the history of a specific area.
 - Inspectors control their schedule and can bunch inspections based on geographic area.
 - Able to keep coverage for the area – doing same-day service – even when schedules change.
- ***Capital City Presence.*** Why successful?
 - Have all services we need to access in one place.
 - Less bouncing around for customers, e.g., one-stop shop.

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- ***One-Stop Shop Customer Service.*** Why successful?
 - Willing to communicate with each other.
 - Helpful co-workers; good relationships.
 - Computer system – Eclipse and Amanda.
 - Website helpful; for person applying for a permit, answers questions.
 - Customer service attitude, e.g., we're here to help figure it out and we take steps to share information.
 - Project Facilitators and Site Plan Review process support customer service.
- ***Online Web Services.*** Why successful?
 - Lots of common, production materials on web, which is available 24/7.
 - Can submit permit applications online.
 - Good communication tool for customers.
 - Content changes as necessary.
 - System upgrades occur as technology is available and needed.
 - Saves staff and customer time, e.g., Express Permits, determining zoning district, getting forms, understanding processes, and looking up the Legislative Code.
- ***Building Trades Inspections.*** Why successful?
 - Same-day service provided most of the time.
 - Feedback from customers is positive.
 - Field units enter their own inspection results.
- ***Newest Zoning Code.*** Why successful?
 - Easier to find information needed in the code.
 - Ongoing process to update and be aware of what is required by the Code.

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- ***Amanda.*** Why successful?
 - Single data source available.
 - People can attach documents to the data.
 - Able to use other applications in conjunction with Amanda, e.g., digital camera.
 - Good historical data source, e.g., maps, past and present data, etc.
 - Good to have on computer, less paper files.
 - Established a common area for property information and has improved coordination of services and sharing of information between departments.
 - Information from Amanda is available to the public through the Internet.
 - Can apply for permits online.
- ***Reduction of Dog Bites and Impounds.*** Why successful?
 - Better enforcement techniques.
 - Expertise and history that Animal Control Officer (ACO) staff bring to the situation.
 - Found better ways to do things.
 - Laws are in place to help us.
 - Conducted in-house, on-the-job training for ACOs.
- ***Supportive Mayoral Administration.*** Why successful?
 - Mayoral Administration supports public employees and the decisions made by those employees.
 - Took a chance to increase taxes and bring more dollars into the City.
- ***Added Services – Trapping, Pest Control, and Sewer Baiting.*** Why successful?
 - Do more monitoring and tracking of all of our programs which allows us to see what works and doesn't.
 - Added hours to support additional services.
 - Took on services to support the organization and the City's citizens.

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- ***More Respect from Agencies, e.g., Police and Fire Department.*** Why successful?
 - We respond to calls in a timely manner.
 - We provide an orientation for Police/Fire recruits that helps them understand our role and how we can help them.
 - Long-term employees with expertise and experience, who have Certification and participate in ongoing training, work in Animal Control (AC).
 - Professionalized the work we do; we're Animal Control Officers not Dog Catchers, who provide more services than other public jurisdictions.
 - Other agencies contact us to learn how we do things because we're seen as having best practices in some areas.

2. What are 2-3 key strategic or tactical issues, concerns, or opportunities DSI should address over the next 12 months in order to position the department for the future? Why?

- Centralizing the physical location for DSI, so all functions of department are in one place.
- Addressing concerns about job loss, class titles, compensation, and positions.
- Clarifying job and function responsibilities and who does what.
- Continuing defaults on mortgages and numbers of homes going to foreclosure.
- Improving communication and cooperation between departments, e.g., all functions within DSI and departments outside of DSI in order to have greater impact
- Clarifying operational issues, e.g., use of uniforms, cars, and equipment.
- Bringing consistency to the computer system, e.g., collection source.
- Promoting effective training to support staff.

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- Enlightening and educating elected officials about what DSI does.
- Revamping and overhauling the Information and Complaint system to ensure effectiveness internally and externally.
- Addressing the continuing budget concerns.
- Address issues relative to a centralized location for all DSI staff, e.g., parking, meeting rooms, a location with bus connections, placard use.
- Clarify how the new organization works together.
 - Who are we?
 - How does information about DSI get communicated internally and externally?
 - How do we procedurally and systematically do things together?
 - Daily cash deposit procedures.
 - Vehicle usage, e.g., cars available for City business.
- Need to clarify the organizational structure.
 - Ensure that one-on-one personal time with customers is still part of the process, e.g., receptionist, process facilitators, etc.
 - To what degree are we specialists or generalists?
 - Determine what training or re-training will be needed within the new operation.
- Address all the system-wide issues.
 - Phone system, e.g., policies and procedures about automated messages, one phone system, appropriate phone messages, etc.
 - Merge information from Eclipse to Amanda.
 - Secure up-to-date office equipment for all of DSI, e.g., copiers, printers, office and field computers, handhelds, etc.
- Involve employees who know the processes in re-designing them so they work effectively and efficiently.

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- Ensure that as new programs are put in place that sufficient planning and anticipating of problems/issues has been done.
- Guide the evolution into one Department
 - Take a look at process changes.
 - Select an effective/efficient phone system.
 - Current system does not support the customers' needs and expectations.
 - Be planful about the layout of the operation.
 - Create a first point of contact being the receptionist.
 - The combination of the functional areas will create a higher volume and more varied customer questions.
 - To rely on the Front Counter Staff as a combined receptionist function will be detrimental to the function of that section.
 - Establish a strong office manager position/replacement.
 - Create a Senior Front Counter Permit Position who would train and coordinate the duties and responsibilities of the Permit Section.
- Clarify and define roles and responsibilities in advance rather than wait for conflict to occur.
- Identify areas of culture clash and help manage the process to develop and grow a new organizational culture for DSI. Retain those elements of the culture which brought people together; strive to eliminate those that divide groups and functions.
- Share information regarding code violation orders/tags written in different areas of DSI to avoid customer confusion.
- Increase communication and coordination between DSI functions when orders are to be written. Need to ensure we're not in conflict with "ourselves."
 - Create checklist to monitor flow of orders. Has everyone who needs to be involved or sign off, been involved?

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- Look at current ordinances to determine if ordinances are in conflict with each other. Set forth clear expectations and a new organization chart.
 - Who does what?
 - Who reports to whom?
 - Who makes final decisions?
- Address Amanda issues.
 - Bring consistency to the system, e.g., how do we access all DSI functional systems? Who does the input? How frequently are updates done? How do we get to a common terminology across the department?
 - Train everyone to a standard level, with some individuals having expert understanding of how to use the system.
 - Determine best location for Amanda Server and where staff support should be located.
- Organizational structure issues:
 - Losing Fire Engineering
 - Transferring only one clerical to DSI; need at least two people.
 - Need commercial and residential inspectors to work collaboratively to keep current with all inspections.
 - Focusing immediate attention on the SFD and duplexes, while letting existing C of O initial renewals wait, may not be best approach.
 - Lack staffing for expanded C of O Program; some transfers occurred; need to hire more staff.
- Revenue and safety concerns:
 - Changes to the 3-year renewal of residential C of Os program, moving to a combination of 1, 3, and 5 year inspection cycle, will affect the revenue stream.
 - Reduced inspections could also have safety implications in the future.

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- Communication between Fire and DSI and within DSI:
 - Used to receive Form 4's from Firefighters; no longer getting these.
 - One level of communication has been cut off, e.g., Daily Bulletin from Chief.
 - One-on-one communication with other individuals in DSI Sections working.
 - Senior Staff to Inspector communication missing.
- Work-flow layout as part of any re-location:
 - Commercial and Residential Teams need to be close together; treat them as an integral unit.
- Communication with public:
 - Need effective triage operation, which means orientation and training for those doing the triage work.
 - Currently phones are direct to Fire Inspection. How will a new phone system work?
 - Phone number changes (Fire not on "266" prefix.) if not handled well, will cause miscommunication with Fire Inspection, e.g., "Press 6 for Fire Inspection."
- Common location. (They don't know where to put us.)
 - Parking concerns – need space for personal cars and City cars.
- Operational Issues:
 - Uniform use.
 - Equipment needs should be addressed, e.g., Fire not allowing equipment to go with Fire Inspectors.
 - Car issues, e.g., City cars vs. personal vehicle use.
- Safety is critical.
 - For last 4 ½ to 5 years Code Enforcement has partnered with Police Department.
 - Police Officer housed at Code Enforcement.
 - Partnership allows us to respond more quickly on issues, e.g., graffiti and illegal dumping.

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- One-stop-shop concept.
 - Check to see what others are doing.
 - Utilize best practices.
- Co-location issue.
 - Need better method of sharing information with and from other departments.
 - Ensure public is well served.
 - Parking for customers and staff is essential.
 - Security where we're to be located is a concern.
 - Anticipate what the needs will be for the organization.
- Assess and address staffing concerns.
 - Clarify titles, responsibilities, and pay.
 - Look at appropriate staff allocations going forward.
- Communication system.
 - Need to decide what to communicate internally and with whom.
 - Think much more broadly about needs.
 - Be respectful; seek solutions.
 - Be problem and process-focused; take personality out of the issue.
- Define the new organizational culture.

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- Search for a good co-location.
 - Layout needs to work well.
 - Adequate parking for customers and staff needs to be available.
 - Should be centrally located.
 - One-floor design would be best.
 - Access to files or a way to better organize data should be found.
 - Office equipment needs to be effective and efficient.
 - Computer and phone systems must meet our needs; look at a central phone/customer service system.
- Maintain personal contact approach to the work.
 - Applies to Office and Field operations.
 - Find ways to keep personal contact in tact.
- Look at work flow and processes to streamline and make processes consistent in the organization.
- Need to keep/grow knowledgeable people throughout the organization.
- Create clear mission and vision through employee, stakeholder, and public input.
- Provide necessary training, e.g., computers, phones, etc. Set forth a minimum standard that all employees must attain and maintain. Bring consistency to department-wide systems.

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- Define roles and responsibilities.
 - Who does what? Who to contact on what? Who makes the final decision.
 - What are the expectations?
 - What are the communication protocols for orders written? How should we share information across the Divisions of DSI.
 - Would a written checklist form help once roles and responsibilities are defined?
- Amanda issues and concerns.
 - Need consistency between Divisions relative to input and use of the system.
 - Need access to all parts of the Amanda system as it relates to Inspections and other functions.
 - Make Amanda easier to use.
 - Provide remote access which is two-way, e.g., ability to remotely input data into the system; can extract data needed while in the field from the central system.
 - Need to increase training for staff since system is not very intuitive.
 - Work on developing process improvements and enhancements.
 - Need a point of contact for Amanda issues; should be a person who is available.
- Identify processes to be reviewed and work to streamline where one can.
 - Clarification on mechanical and plumbing permit distinctions and when the customer should be applying for which one, e.g., type of system or building
 - Look for ways to further educate new contractors, e.g., packets with information on what needs to be done, how it is done, phone numbers for contacting people, etc.
 - Work through possible conflicts between heritage preservation and vacant building demolition.

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- Co-location and accompanying issues:
 - Require easy access for customers, citizens, businesses, staff, and other departments.
 - Identify amount of parking needed at new location and downtown, if new location not downtown. Example: For employees who must now come downtown to conduct business, what parking and transportation will be provided.
 - Must balance the needs of various Divisions in terms of space and parking.
 - Ensure safety of employees who start at various times, if parking is not immediately available at building site.
 - Plan for adequate space to meet business needs, e.g., conference rooms for meetings.
 - Address communication issues arising in the co-location scenario.
 - Explore whether bringing functions back to DSI will be jeopardized if moved out of downtown, e.g., HPC functions.
 - Re-evaluate whether moving functions outside of downtown is inefficient and counter productive. *Examples:* Site Plan Review Process, Board of Zoning Appeals process and the Heritage Preservation Process need to remain downtown because they involve frequent public hearings and close coordination with other departments located downtown.
 - Determine how project facilitation processes will be affected if moved out of the downtown area, e.g., customers who must confer with other departments as part of the overall process would now need to come downtown and then back to the DSI location.
- Customer service concerns.
 - Will adequate parking be available for customers?
 - Will we be asking customers to chase around the City to conduct their business?
 - How will staff who participate in public hearings or who staff Committees and Commissions best service these Committees when meetings are held downtown, but equipment, files, and other data is located elsewhere?

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- IS support for DSI.
 - Will technical issues be adequately addressed, e.g., telephones, computers, service for the move and after the move, e.g., I-Net needs, etc.?
 - With the increase in the DSI employee population, will the IS support level increase from three people to now service 168 people?
 - What increased training will need to be provided by IS for the Amanda system or new systems?
 - How do we bring about consistency in how Amanda is used in DSI?
 - How do we ensure that there is a balance between services provided to existing or new service areas? What will be the priority and how will it be determined?
 - Need to expand the online offerings to the public.
- Conduct job studies for all clerical positions in DSI.
 - Clerical staff have taken on more duties than in previous years.
- In-house training needs.
 - Hiring needs to be done earlier in year so training of new ACOs can occur before the busy season begins.
 - Need more time for on-the-job and ongoing training overall.
 - New hires hopefully would receive at least 6-12 weeks of training, depending on how quickly they can absorb the training information.
 - Specialized training for ACOs includes:
 - National and State Certification,
 - Pest Control License, (One individual now has the License, however, in the near future the State Law may re-categorize the chemicals they use for pest control. This could mean more ACOs will need the Pest Control License.)
 - Gun training provided by the Police Department for purposes of deer control, for example.

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3. What, if any, organizational design changes should be made, e.g., infrastructure, re-alignment of processes, organizational chart structure? Why?

- Need to define what the organizational structure looks like and how it will work.
- Need an integrated information and data management system; bring consistency to inputting, accessing, and retrieving data in Amanda; taking tracking systems which are currently outside of the centralized system and make them more centralized with data readily available to staff who need the information.
- Provide remote access to field staff for information available within the office.
- Ensure that equipment, tools, and resources are available for staff.
- Provide on-site space for the Police Liaison within Code Enforcement function.
- Need for career ladders; look at Fire Department Audit recommendations.
 - Keep strong academic/education base.
 - Maintain qualifications for Fire Inspectors.
- Address dual role issues for Fire Inspection with Fire and DSI.
 - What will Fire Department allow?
 - Fire distancing with Fire Inspections on patch, communication, and use of uniform.
 - Need a reciprocal relationship with Fire.
 - Use electronic communications systems to keep information flowing.
 - Inspectors found “Ride Alongs” with Fire Department personnel helpful as part of their orientation.
 - Fire Prevention provided an orientation at the Fire Academies; will this continue?
 - Relative to the DSI org chart, it is good to see that Fire Inspection is a Division and equal to other components of DSI.

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- Bring consistency to the enforcement agencies.
 - Processes, policies, and procedures need to be reviewed.
 - Enforcement technology and techniques should be shared.
 - Improve and implement new ideas – best practices.
- Look at re-aligning Truth in Housing Inspections and C of O.
- Address system issues.
 - Phone system and procedures, e.g., no recordings and there is a person available to answer questions.
 - Contact people are available for answers during business hours.
 - Coordinate cell phones.
- Look at programs/processes throughout DSI.
 - Clarify process steps.
- Clarify roles and responsibilities.
 - Who does what?
 - When do handoffs occur?
 - Take ownership for the process and your part of the process – no passing the buck.

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- Co-location issues.
 - Provide adequate parking for staff and customers.
 - Ensure safety and security for staff, customers and vehicles. Consider the different hours staff work.
 - Determine how communication with other departments will be handled, e.g., more electronic?
 - Continue to support the one-stop-shop approach.
 - Locating outside the downtown district does not support the one-stop-shop approach.
 - Determining the potential damage or disruption to established processes in advance is essential, rather than after the fact.
 - Plan for the physical layout and location of the Department – it should address the workflow needs of the organization.
 - Ensure systems meet the needs of the organization, e.g., phones, computers, heat, electrical, etc.
 - Provide site that is easily accessible from the freeway and allows for easy ingress and egress.
 - Choose a location overall that is centrally located.
 - Ensure that the infrastructure of the building is code compliant, and an example of the highest standards of good safe design.
 - Serve as a model of excellence for life safety issues because we are the Capital City of Minnesota.
- Address staff issues for coming downtown, e.g., provide vehicles, parking, etc.
 - Provide an explanation to staff about the location – why downtown or not downtown.
 - Look more closely at advantages and disadvantages of various co-locations.
 - Bring staff into the decision-making process who know the processes, implications, and impact on co-location decisions being made.
- Need permanency for the Department; instead of re-configuring every few years.

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- Organizational structure issues. (*Structure = how work gets done.*)
 - Explore need for a lead permit clerk who knows more in-depth information about permit processes and type of permits needed, who could guide other clerks.
 - Find ways to coordinate the process when multiple inspection disciplines are involved; establish protocols, e.g., establish “no sign off” protocol on Building Permits until all necessary inspections are done. Similar situation for Certificate of Occupancy sign offs.
 - Encourage building inspectors to contact contractors and work with them more closely to ensure final inspections are done and safe buildings are the result.
 - Concern was raised about establishing “ward” inspection teams because it could invite micromanagement by Council.
- Review Codes for possible conflicts. Requirements not always clear when comparing the Codes.
- Maintain and further develop the DSI computer system.
 - Provides information needed for employees to do their job.
 - System is maintained because there is sufficient IS support to make that happen.
- Organizational structure. (*Structure = how work gets done.*)
 - Will there be regions, wards, or sections to the inspection structure? How can we standardize these areas from Division to Division.
 - How do we ensure uniform enforcement and avoid the perception of specialized treatment?
 - How do we ensure better customer service direction for customers, e.g., provide a receptionist, good signage about where to go, etc.?
 - How do we address workflow issues, e.g., project facilitator location, who should be located next to each other?
 - How do we address the cultural clash and assimilate or align processes and systems throughout DSI. Need consistent management of tasks; must keep education and training at the forefront.
 - Identify functional experts in various Divisions of DSI, e.g., Code Enforcement, Fire Inspections, etc.

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- Review all DSI processes and how laid out on web.
 - Content/process managers should do the review, streamline, and revise.
 - Review who has the authority to tag and for what infractions.
 - Seek ability to tag in some situations.
 - Look at the prosecution process and find ways to get the attorneys and judges to take the tags we issue seriously. Look at combining Fire Inspectors and Code Enforcement functions and titles to create a single title and career ladder similar to LIEP Inspector titles.
 - Could provide greater flexibility in job assignments.
 - Should reduce number of titles.
 - Would provide advancement opportunities for Fire and Code Inspectors.
 - Implement through attrition and retirements, with no one losing their job or being demoted.
 - May result in fewer managers over time because the organizational structure is simplified, e.g., Code Enforcement, Vacant Buildings, and Certificate of Occupancy could be combined into one division with one division manager.
- Concern expressed that the most senior ACO fills in for AC Manager when he is gone and staff not getting paid for the extra responsibilities.

4. What systems, practices, procedures, or policies should be revamped, modified, or created over the next 12 months? Why?

- Need to revamp the Information and Complaint (I and C) function.
- Address the workload issues for the support staff at I and C and assess the number of skilled staff to do the work.
- Look at who inputs data into the electronic systems.
- Review processes we have to do our work, e.g., vacant buildings, graffiti removal, summary abatement, etc.
- Professionalize the process to hire a future DSI Director, e.g., has technical skills in the field of housing, inspections, etc.

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- Develop procedural manuals for all jobs in DSI.
- Increase communication about why certain actions are being taken or issues being pursued.
- Ensure individuals who need to know are communicated with regarding procedures and processes before programs are put in place, e.g., C of O.
- Step up training with regard to Amanda for functional units of DSI that are not using all of Amanda's capabilities, e.g., templates are available, making it easy for field staff to input data or complete documents and ensure that training classes are easy to get to as before when offered by Ramsey County.
- Maintain level of IS support service to DSI. DSI will need application development, in-house training, and troubleshooting to keep systems up and running.
- Need to clarify the Code Enforcement/Fire Inspection relationship on residential property. *(Note: It was explained that for now the temporary structure still has Code doing exterior, with Fire doing interior, but this will transfer over time.)*
 - Clarify roles and responsibilities.
 - Code has ability to do Summary Abatements; Fire does not.
- Address Amanda issues.
 - Need consistency in input codes and language used; how frequently information is updated, etc.
 - Determine who should do input since each Division of DSI currently does differently.
- Cross training throughout the organization.
 - Provide orientation for employees.
 - Create a job duties instruction manual.
 - Would aide in cross training and eliminate any confusion when there are multiple trainers.
 - Clarify roles and responsibilities.
 - Determine what is appropriate depth of information needed by clerical staff or inspectors is to effectively do their work.

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- Look for more paperless methods of collecting and storing data.
- Increase information sharing regarding office changes and how it will affect the daily work of staff, e.g. office hours for staff are changed, people out of the office.
 - These changes affect the workload and work of others and knowing of the changes would help others organize their work and day.
- Need people with proficiency in more than one language to meet customer needs.
- Clarify roles and responsibilities.
 - Develop better triage methods because roles and responsibilities are clear.
 - Decide who should be involved to determine the needs.
 - Triage is needed for both Citywide and DSI-specific issues, so need clarity on both fronts.
- Review customer service processes.
 - Make it less confusing for citizens.
- Look at changing Chapter 34 to the International Maintenance Code.
 - Chapter 34 is not clear.
- Invest in front counter cross-training.
 - Make it experiential.
 - Continue to use reference manuals containing policies and procedures.
 - Continue to build strong teams and relationships between managers, customers, inspectors, and support staff.
- Provide better enforcement tools.
 - Look at including administrative penalties to increase compliance and provide flexibility in the system.
 - Ensure that revenues from fees stay in DSI.

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- Promote the work group concept.
 - Ensure future succession planning.
 - Provide orientation and training for workers to be successful.
- Organizational design issues to be addressed.
 - Re-design job series titles for clerical, technical/inspectors.
 - Engage employees in these discussions and build employee consensus.
- Provide access to the Amanda data base when out in the field.
- Explore single point of contact for the public, e.g., receptionist.
- Institute a team concept for inspections, e.g., all inspection functions that should be involved in making a decision before sign-off is done.
- Address cross functionality issues.
 - Will building inspectors be pulled into Fire to meet their Trades needs?
- Need to carefully consider modifications to the Truth in Housing Inspection program.
 - Should a “generalist” be writing mandatory orders and having tagging authority?
 - What criteria will the TISH Inspectors use?
 - How a property is sold determines whether such an inspection is even done; should this be changed to require inspection for all property transfers?
- Establish a “Final Permit Approval” process.
 - Should have all permits required before obtaining a building permit.
- Establish an electronic permit check-off system. **Example:** When Building Permit posted, as each trade-specific inspection is completed/final, have the inspector sign off on the electronic permit check-off system. This means information would be available through Amanda Remote system.

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- Increase and retain revenue generated from inspections.
 - Permit fee is for service rendered should be retained by DSI.
 - State Law issues if we don't use money for intended purpose.
 - Move entire DSI off the General Fund and establish self-supporting fee structure.
 - Strengthen legislative requirements for Final Inspection.
 - Amanda system is now programmed to close out a permit even if final inspection has not been done after a year.
 - Need to have system generate a letter to contractor reminding them to call for their final inspection.
 - Amanda should provide data that shows how many open building permits a contractor has at any given time.
 - Currently no consequences for no final inspection.
- Define roles and responsibilities.
 - Redefine roles and responsibilities within DSI.
 - Reduce conflicts among competing functions, e.g., HPC and Vacant Buildings.
 - Establish better communication between inspectors, e.g., perhaps hold weekly geographic meetings.
 - Reduce the overlap now found in DSI work functions.
- Provide orientation, education, and training for all levels of DSI employees.
 - Learn about each other, their area of expertise, what they do, processes, etc.
 - Everyone in DSI should have a basic understanding or competency about DSI operations so they can screen or triage customer requests.
 - Establish a program for educating and training DSI staff.
 - Provide Fire and Code Enforcement staff training on the functions, general policies, and procedures currently being done by Licensing and Zoning staff as well as Plan Review and Building Inspection staff and vice versa.
 - Result should be that all DSI staff can give basic information to a customer on any function performed by the department or be able to refer them to a specific individual for more technical information.

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- Ensure consistency in management systems and tasks.
 - Decide how to input data, who inputs data, and how to access all data in Amanda.
 - Determine level of training provided for staff throughout DSI.
 - Balance technology enhancements between ongoing and new functions.
- Determine how other Bargaining Units can be involved in the implementation phase. **Note:** Only AFSCME's two bargaining units now have a Labor Management Committee established.
- Provide more clerical support throughout DSI to reduce stress which leads to inefficiency and reduced productivity.
 - Need additional clerical staff.
 - Inspectors should send out their own letters, freeing up clerical staff.
 - Clerical staff from LIEP, Fire, and Code Enforcement need to be cross trained.
 - Provide more cross training between clerical staff, e.g., Building and Licensing Clerks.
 - Need more information sharing between clerical staff.
- Need to revisit our operator system.
- Review current policies and procedures. Determine if new policies need to be crafted.
- Animal Control uses Ordinances 196-200 and State Statute in their enforcement responsibilities; the Ordinances are clear and have due process procedures.
- State Statute could be more complete and could be clearer. State Statute also does not provide for due process like the City Ordinances do.
- Humane Agent Certification should be pursued.
 - There are only two Humane Agents in the State of Minnesota. Thus, when cruelty to animal complaints are received there is often not someone to go to for clarification on procedures and process.
 - This means AC either acts without clarification or waits until the State Humane Agent is available which could be weeks.

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5. How will we know if we are successful in creating a viable, effective, and efficient DSI organization?

- Result is reduced or eliminated overlapping work.
- DSI still exists because we serve a public need.
- DSI has moved from a reactive to a more proactive approach in our work.
- City Council understands and appreciates DSI's purpose and role.
- It's easier for public to understand what we do and who we are, e.g., website information is increased, keeping the people connection is important.
- Improved employee morale, e.g., recognizing this effort is working.
- Improved safety measures; no one gets hurt.
- Citizen and City Council feedback is improved and positive.
- Received positive customer feedback.
- Improved the environment and morale of DSI employees.
- Created a "learning" organization where employees are taking initiative to improve, learn, and be proactive.
- Increased manager willingness to listen to employees, input and then act on it or explain why not to proceed.
- Reduced micromanagement of staff because managers realize employees know what they are doing.

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- Fire loss number increasing or decreasing.
- Response times -- type of complaint, response, and number of complaints, e.g., want to maintain initial response to be not longer than 48 hours.
- Special Fund – DSI wants Fire Inspections to generate enough fees to pay for operational costs; currently Fire at 73%. Need to raise fees.
- Frequency of inspection for larger buildings is maintained and overall quality of buildings is better.
 - Balance 1-2 with larger buildings.
 - Address lack of staff to do the work.
 - Continue use of “response” letter to solicit feedback.
 - Continue to receive unsolicited feedback regarding professionalism and expertise.
 - Improved condition of property/reduction of blight.
 - Visually pleasing.
 - Customer complaints reduced.
- Reduced crime.
- Number of complaints increase/decrease or number of inspections increases/decreases.
 - Define the customer.
- Lines of communication are clearer.
 - Internally we know who to contact.
 - Community contacts are clear, e.g., District Councils.
 - Information provided by staff is accurate and timely.
- Atmosphere of collegiality is present; no competition.
- Morale is improved.

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- Positive perception of neighborhoods.
 - Improved, better, cleaner – more livable City.
 - 90% of the perception issue has to do with communication.
- Quality of the buildings and restaurants in Saint Paul are maintained.
 - Perhaps have State do an audit.
- Positive business/community feedback. Some feedback ideas:
 - Clear, consistent messages are received from DSI.
 - Process education is present as part of the interactions.
 - Use facts to support rational decision making.
 - Solicit feedback from new business.
- Evidence of continuous improvement process.
 - Are we always looking at our processes to see how they can be improved?
 - What is working and not working?
- Set milestones and benchmarks to measure progress on transition.
 - Use SMART (Specific, Measurable, Attainable, Relevant, and Trackable).
 - Celebrate our successes.
- Were able to blend different models of enforcement within DSI.
- How well are we addressing “new” business needs? How many businesses were serviced? Or, what level of resources was used?
Improve morale within the Department.
 - How well are functional areas working together?
 - What does senior staff see and hear within the organization?
 - Should DSI conduct an employee satisfaction survey?

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- Seek customer and stakeholder feedback.
 - Define the customer and solicit customer feedback information.
 - Continue to use the customer satisfaction cards.
 - Use the perception of other jurisdictions as a measure of how well we are doing.
 - Conduct stakeholder surveying.
- Assess the quality and safety of both housing and commercial buildings in the City.
 - Visual perceptions – inside and outside of the City.
 - Property values.
 - Life expectancy.
 - Housing stock.
 - Maintain the Insurance Service Organization code enforcement ranking, which affects and establishes insurance rates.
- Maintain same-day service and turnaround.
- Look at goals used to establish DSI; can these be measured?
- Increase budget and revenue until we are a self-supporting organization.
 - Provide funds for continuing education to maintain desired levels of competency.
- Turn around time on specialized inspections maintained or decreased.
- Increased number of final inspections completed based on percentage of permits approved.
- Increased public safety on constructed buildings, e.g., lack of night club fires, house fires as compared to cities of the same size.
- Positive customer service feedback.
- Decrease in overlapping functions.

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- Positive customer satisfaction
 - Positive informal feedback is received.
 - Survey data from online system is positive.
 - Ongoing customer surveying shows solid results.
 - Be sure to share feedback information received with employees.
 - Track customer satisfaction through surveys, number of complaints, and positive comments.
- Time and effort to address issues is more efficient and effective.
- Enforcement of ordinances is more consistent/effective.
- Improved morale in DSI.
 - Sick leave/time off numbers are down.
 - Measure employee job satisfaction by surveying employees and looking for job environment improvements.
- Ensure life and safety through Building and Fire Codes, e.g., track number of deaths or serious injury related to the application of the codes.
- Safety of employees is maintained or improved, e.g. no dog bites.
- Positive citizen feedback.
 - Define customer and survey.
 - Use informal system of feedback – both positive and negative.
- Numbers of dog bites and impounds are reduced because of increased education.